

Frequently Asked Questions

Appendix 1: Summary of Stage 1 Observations:

The table below is a summary of the most common observations received from leaseholders and Recognised Tenants Associations in relation to Camden's Notice of Intention. Camden's response to these observations is shown adjacent:

Observation	Response	Number like this
CONTRACT STRUCTURE		
<p>Did Camden consider using a package approach to this contract similar to the major works framework which I understand is designed to give controlled access to a number of suppliers, driving up quality and value for money? If not, why not and if so, why was this option not followed?</p>	<p>A number of contracting procedures were assessed in relation to the delivery of the services. All available frameworks for waste, recycling and cleansing services were reviewed but none were deemed appropriate or legally compliant (the value was in excess of the threshold) for the Council's needs. Additionally, frameworks are more suitable for frequently purchased generic goods and services rather than complex services like waste collection, recycling and cleansing.</p> <p>In 2014, a considerable amount of market research was carried out by the Council, with exploratory discussions taking place with many potential suppliers in the market. The feedback received was that the services could be grouped together and the suppliers asked to bid on one joined-up contract (rather than several individual contracts). A contract of this type requires significant upfront capital investment by the supplier in order to purchase or lease the vehicles and equipment needed to deliver the services. For this reason too, it was decided to tender the services as one combined contract. Similarly, one large contract covering all services is easier and more cost effective for the Council to manage and helps meet the Council's desired outcomes.</p> <p>In terms of the procurement process chosen, the services in the contract were deemed sufficiently technically, commercially and legally complex to warrant the use of a competitive dialogue process (as governed by the Public Contracts Regulations 2015).</p> <p>The tender evaluation criteria includes a Price / Quality split of 40/60 for the detailed solutions stage of the procurement process and 70/30 for the final tender stage. This approach enables the Council to give bidders a clear message that financial savings will be achieved without compromising the quality aspects of the solution.</p> <p>Once the quality aspects have been "locked down" through the detailed submissions,</p>	3

	<p>the bidders will have the opportunity to revise their pricing and commercial submissions on the basis that this will be awarded 70% of the final available marks.</p> <p>The Council has a legal obligation to tender contracts of this value. It also provides an opportunity to demonstrate that we are obtaining best value for money by carrying out an open and transparent process and engaging with the market. The competitive tension provided through a procurement process incentivises innovation from the suppliers and encourages them to reduce costs.</p> <p>The Council decided that we will buy these services from the external market packaged in an Environment Services contract to be supplied by one provider</p>	
<ul style="list-style-type: none"> • What provision is being made for for SME's to bid for these contract services? • Will the contract be split into lots to facilitate SME bids? If not, why not? • Has the council considered using lot values less the the EU procurement limit? • If the council considers it inappropriate to offer the contract in smaller lots, will consideration been given to demanding the main contractor offer a minimum of 30% of the contract value to subcontractors as a way of supporting SME'e 	<p>The market for these contract services is characterised by large, national and international suppliers with extensive waste collection, recycling and cleansing experience. These suppliers deliver a range of contracts for other Waste Collection Authorities, and share learning across contracts which contributes to continuous service improvement. This provides them with the financial resources to invest in and develop services over the life of a contract.</p> <p>Suppliers' industry expertise allows them to develop effective models for service delivery, performance management and workforce management. They invest significantly in research and development to look for innovative ways of delivering services in order to remain successful in a highly competitive industry. They also benefit from access to specialist supply chains and economies of scale in the purchase and running of vehicles.</p> <p>These suppliers will need to prove their competency in terms of financial viability, qualified staff and relevant health and safety accreditations. It is unlikely that small and medium-sized enterprises (SMEs) would be able to deliver all the services necessary to fulfil the Council's requirements, but there may be sub-contracting opportunities for SMEs.</p> <p>One of the four main outcomes of the new Environment Services contract will be "increased local employment opportunities and local economic development". Bidders will, therefore, be expected to develop their proposals to meet this outcome.</p> <p>The Camden Plan seeks to 'create conditions for and harnessing the benefits of economic growth' in the borough. The new contract will support this objective through a range of proposals, including:</p> <ul style="list-style-type: none"> • Apprenticeships and work placements 	4

	<ul style="list-style-type: none"> Local employment opportunities and recruitment Engaging with the local supply chain Working with the voluntary and community sector <p>Responses to last year's Camden Waste Challenge, the Council's community engagement programme, were supportive of developing local employment opportunities</p>	
Can any saving made be transparent and these passed back to the Leaseholder?	Bidders have been asked how they will share savings with the Council and how the proposed sharing of savings will be open and transparent.	4
For all contracts, we need to have a strong break clause to allow us to stop using a contractor where their work is untimely, or of a poor quality. We would not expect re-work to take place when prices are already very expensive. Re-work is a massive issue for the Brunswick Centre, as things keep needing to be fixed and re-fixed. We cannot let this keep happening.	<p>If the contractor does not deliver the services to the required standards, they would be expected to rectify this within a set timescale at no additional cost to the Council.</p> <p>In the unlikely event of serious or repeated incidents of poor performance that are not rectified in a timely manner, there is provision for the Council to terminate the contract. It should be noted that terminating a contract is a serious decision and an absolute last resort.</p> <p>The Council can terminate the contract for any of the following reasons:</p> <ul style="list-style-type: none"> Corrupt Gifts and Fraud Contractor Default Service Breakdown <p>There will be an annual review of all aspects of efficiency and productivity of the provision of the services by the contractor, with deductions made to the annual service payment in the event of service failures.</p>	4
Is the agreement a partnering contract?	This contract is a qualifying long-term agreement which the council is proposing to enter into solely with Volker Highways. This is not the same as a partnering agreement which would require at least another contractor sharing the responsibility of the proposed works in the agreement.	4
SPECIFICATION OF WORKS		
CONTRACTORS		
The contractor must familiarise themselves with the estate upon which they will be working. Will they be given information in relation to what has been mended fixed in recent years to prevent repeat repairs?	Bidders have been provided with background information in relation to the current waste collection (including scheduled bulky waste), recycling and estate cleansing schedules. They have also been provided with details of the number and type of containers on each housing estate.	4
In your contracts please make it clear which	The new contract clearly states that the contractor shall cleanse all hard surface areas	4

<p>contractor is responsible for removing litter and rubble from garden areas. This never gets done. Each will pass the buck to the other. How will you make it clear to your contractors who are responsible for what, and will this grey area be covered?</p>	<p>and external staircases, and remove all litter from shrub beds and grassed areas within the Council's housing estates.</p>	
<p>COSTS/GUARANTEES</p>		
<p>How will repairs & costings will be monitored?</p>	<p>The monitoring of waste collection, recycling and estate cleansing services will be carried out by Caretakers and a Council monitoring team (Environment Services).</p>	<p>4</p>
<p>PERFORMANCE MONITORING/VALUE FOR MONEY</p>		
<p>Just so I'm clear, what is the process for breaking a contract with a contractor if their work is deemed untimely, substandard or neglectful? I want to know what it would take to change them should the need arise</p>	<p>If the contractor does not deliver the services to the required standards, they would be expected to rectify this within a set timescale at no additional cost to the Council.</p> <p>In the unlikely event of serious or repeated incidents of poor performance that are not rectified in a timely manner, there is provision for the Council to terminate the contract. It should be noted that terminating a contract is a serious decision and an absolute last resort.</p> <p>The Council can terminate the contract for any of the following reasons:</p> <ul style="list-style-type: none"> • Corrupt Gifts and Fraud • Contractor Default • Service Breakdown <p>There will be an annual review of all aspects of efficiency and productivity of the provision of the services by the contractor, with deductions made to the annual service payment in the event of service failures.</p>	<p>2</p>
<p>Can Camden clearly identify to the Leaseholder how these contracts will be better value for money?</p>	<p>The Council has a challenging financial target for the new contract. Bidders have been asked to deliver the services for £18 million a year or less, which achieves a £5 million savings target, ensure value for money services through maximising economies of scale and other operational efficiencies, and generate new revenues.</p> <p>Bidders have also been asked to ensure that the contract is flexible to take into account future changes, including ongoing economies, new environmental legislation and policy; and encourages innovation through new service delivery models and increased use of technology.</p>	<p>4</p>
<p>How will repairs & costings will be monitored?</p>	<p>The monitoring of waste collection, recycling and estate cleansing services will be</p>	<p>4</p>

	carried out by Caretakers and a Council monitoring team (Environment Services).	
How do you propose to monitor the fact that Contractors may deliberately start charging just under that threshold of £250 per leaseholder, thereby raising the annual service charges substantially? Are you able to put a cap on this? It would be disastrous if unnecessary work were carried out.	The current contract value is £23 million a year. In December 2014, Camden's Cabinet agreed a savings programme of £73 million, which included £3 million a year savings from the new Environment Services contract. It also asked for further work to investigate the opportunity for saving an additional £2 million a year. It is already clear that the Council will need to find additional savings above the £73 million. We think that by changing the way the contract works, taking advantage of new technology, and working hard with residents to increase recycling, the Council can make the full £5 million a year savings. This will be achieved through a smarter, better value contract. The estimated value of the new contract will therefore be £18 million a year - Leaseholder Services need to provide information on the specific service charge provisions referred to in this observation.	4
Please can we have a proficient customer service to manage queries	<p>The introduction of better ways for residents to report issues and receive information about their services will improve the customer experience. Current innovative work in this area includes:</p> <ul style="list-style-type: none"> • In-cab technology (vehicles) to log 'real-time' service issues providing customers with up-to-date services information • Real-time customer feedback that instantly update customers on action taken • The use of an improved reporting tool for cleansing issues through approaches similar to 'FixMyStreet' technology • New reporting channels such as mobile technology and social media 	4
Resident Satisfaction Surveys have hitherto consisted of closed questions, whereby there is little room to have a meaningful say. I think that this element could be improved upon.	The new contract will ensure that the services are operated in a manner that maintains a high level of customer satisfaction. This will include methods for recording customers' views and feedback of the services, and involve Council tenants and leaseholders.	4
SERVICES SPECIFIC TO BLOCK		
Any works to Beyton Estate should be covered by the already high Service Charges. Why are we having to contribute more money. I would like to know how much I am expected to contribute towards this new works.	<p>This notice is simply a Notice of Intention to enter into the noted agreement. At this stage there is no costing information related to the proposal nor is there any indication of the contractors that may bid for the works. Once this initial consultation has concluded and upon receipt of the tenders/estimates, we will send you a further notice regarding the Council's detailed proposal in accordance with the Regulations. This will inform you of the proposed contractors and provide you with a further opportunity to be consulted about the Agreements.</p> <p>If we need to do specific works on your estate then we would consult you on that work – except if the recharge costs per unit is less than £250. That is the current threshold level for consultation as set out by parliament. Should the cost of works be less than the current threshold, you will pay a portion of the cost by way of a service charge.</p>	1

<p>There is always a lot of waste recycling left near the recycling bins on Wemington Street overlooking the Oakshott green. The present contractors are good about removing it and I want this to continue. The expectation is for the area to be kept clean and clear every day.</p>	<p>Camden prides itself on the services that it offers. Your comments have been forwarded to the relevant team for recognition.</p>	<p>2</p>
<p>The council worker who works hard to keep our staircase clean is so good, kind and dependable. We really try and keep things in good order but when he cleans we always feel the difference. Thank you to him.</p>	<p>Camden prides itself on the services that it offers. Your comments have been forwarded to the relevant team for recognition.</p>	<p>1</p>
<p>LEASEHOLD ENQUIRIES</p>		
<p>Additionally, if I do have a complaint about a contractor, should I email you, or is there a different email address that I should use?</p>	<p>Any complaints about the Environment Services contract should be emailed to street.environment@camden.gov.uk, Grounds maintenance contractor complaints should be emailed to groundsmaintenance@camden.gov.uk Complaints regarding the tree works contractor should be emailed to treesection@camden.gov.uk</p>	<p>2</p>
<p>Are there limits on the use or abuse of these waste collection services, and who monitors them? Are residents informed of such limits, or facilities and procedures for removal of bulky household items? Should we, for example, simply leave such items at the waste bins, and can we do so at any time? What should residents do about occupants who leave waste in common areas such as landings?</p>	<p>There are limits on the types of waste collected (e.g. hazardous waste) but not on the use of these services. The monitoring of waste collection services will be carried out by Caretakers and Senior Area Monitoring Officers. One of the main outcomes of this contract is to increase recycling levels and reduce waste production; therefore, there will be a focus on approaches to help residents recycle more.</p> <p>The collection points will be either a bin store or a dedicated housing unit and residents will be notified of any changes to the scheduled collection day(s) - Housing need to provide information on how residents should report occupants who leave waste in common areas.</p>	<p>4</p>
<p>With reference to your Caretaking – or Estate Cleansing contract. You currently have a Monthly Workload Inspection sheet which is filled out by Caretaker or Supervisor. This is completely outdated and irrelevant to our estate. I would suggest that all estates are monitored in relation to their existing layout. Tailor made. Otherwise your monitoring is meaningless. Please would you update this in your new Contract.</p>	<p>The contract monitoring service is out-of-scope of the new contract, although changes will be made to the shape of the in-house service following contract award in summer 2016. This will include the provision of a strategic resource to ensure that the service is responsive to meet local needs.</p>	<p>4</p>
<p>What should residents do about occupants who leave waste in common areas such as landings?</p>	<p>Contact your district housing team through the Council's main switchboard on 0207 974 4444 of any concerns you may have of residents leaving their waste in the common parts of the building.</p>	<p>1</p>

<p>I have no objection to the proposed but I have experienced bad service from Camden council suppliers in the past because they are not managed properly by Camden council.</p>	<p>Camden prides itself on the services that it offers. The Council considers long term contracts for the provision of repairs and maintenance to be more economical and practical as we can deal with all repairs reported by residents more efficiently and economically. The length of the contracts will enable contractors to plan more effectively, retain and train their staff, invest in the tools to do the job and become familiar with Camden's housing stock. By introducing a small number of separate contracts the Council will also increase its ability to directly manage the suppliers involved.</p>	<p>1</p>
<p>What is meant by estate cleansing services, as this is not explicit in the consultation document. How does it differ from the existing caretaking service?</p>	<p>Estate Cleansing Service' refers to the cleansing (sweeping) of all hard surface areas and external staircases and the removal of all litter from shrub beds and grassed areas within Camden's housing estates. This is separate to the role of our caretakers who are mainly responsible for the cleanliness of the communal areas of our buildings. Veolia (external contractors) are responsible for carrying out external cleaning on the estate and our caretakers are responsible for sweeping estate roads and path that are not accessible to Veolia i.e. internal courtyards, gated areas.</p>	<p>3</p>
<p>I believe that I pay for waste collection as part of my Council tax payment. I understand that all residents of Camden pay for waste collection and recycling and it is an integral part of the waste service. Residents are provided with appropriate bins including recycling bins at no additional charge. This is a service already provided to all of Camden's residents at the same charge as part of their Council tax. Sometimes as documented in the Camden New Journal additional bins have been provided free of charge to residents who do not want bins, for example, in Primrose Hill. I believe that this is not legally rechargeable to Council leaseholders as a separate and additional charge and therefore object to the charge and having an additional and separate contract.</p>	<p>The council tax payment covers waste and recycling collection services, which are currently delivered on a weekly basis in Camden. Any additional collection services are chargeable to the user of the service. Residents do not receive containers for waste storage and are currently expected to provide their own bins and sacks. Camden does, however, provide recycling storage containers (e.g. wheeled bin, box or bag) free of charge, but not for general waste storage. Therefore, there is currently a charge for the provision of estate waste bins and any extra waste collections on estates.</p>	<p>3</p>
<p>How do you propose to monitor the fact that Contractors may deliberately start charging just under that threshold of £250 per leaseholder, thereby raising the annual service charges substantially? Are you able to put a cap on this? It would be disastrous if unnecessary work were carried out.</p>	<p>The current contract value is £23 million a year. In December 2014, Camden's Cabinet agreed a savings programme of £73 million, which included £3 million a year savings from the new Environment Services contract. It also asked for further work to investigate the opportunity for saving an additional £2 million a year. It is already clear that the Council will need to find additional savings above the £73 million. We think that by changing the way the contract works, taking advantage of new technology, and working hard with residents to increase recycling, the Council can make the full</p>	<p>4</p>

	£5 million a year savings. This will be achieved through a smarter, better value contract. The estimated value of the new contract will therefore be £18 million a year - Leaseholder Services need to provide information on the specific service charge provisions referred to in this observation.	
Will your department be asking for before and after photographic records?	The new contract will include a requirement for the contractor to gather photographic evidence of flytipped and abandoned materials, wherever possible	3
I mostly complain about missing collections (somebody insists on using a white bag to dispose of recycling materials so it doesn't get collected, and sometimes there is no collection of black bags either)	One of the key requirements of the new Environment Services contract is to minimise missed or partial collections and to provide timely remedial action should they occur. The contractor will be required to provide in-cab technology on collection vehicles to be able to log and receive real-time service issues such as missed collections, providing residents with accurate and up-to-date service information. There will also be deductions made from the annual service payment in the event of missed collections.	1
As waste collection is not uniform throughout London many (new) tenants have problems with understanding waste collection times, types of bags and who is entitled to have wheelie bins. This has to be clarified with monthly announcements or something more than making the information available on the website.	Residents will be provided with information on the items that can/cannot be recycled and how and when waste/recycling should be presented for collection. The communications service will be designed, provided and managed to positively change public behaviour on the environmental issues relating to the new Environment Services contract. This will include the provision of effective methods of communication to take account of the diverse and transient communities within Camden, and to meet the needs of all residents.	1
There are no communal gardens for the Millman Street block. Please inform me if you have different information.	Works that are covered by this agreement is not limited to communal gardens only. Please refer to the terms of your lease and your annual service charges.	1
While an improvement in the collection may be provided by a change in contractor, Camden will also have to improve how it manages contractors. I have grown rather tired of phoning the council up to report failures of collection of food waste. The situation sometimes can become insanitary, but Camden does not display a great deal of interest in delivering value on contracts for leaseholders.	The new contract will have what is referred to as an 'outcome-based' service specification. This makes clear to the contractor of the service, the standards that must be met but not the methods of delivery needed to achieve these outcomes. This gives the contractor greater flexibility to decide how and when to deliver their services and encourages innovation. However, obviously as your council, we have a responsibility to manage the contract and the relevant contractors.	2
The storage facilities immediately inside the main gate are insufficient to cope with 12 families within the block. Since collections are	The notices sent to you relates to the proposed contract structure, in respect to repairs and maintenance for the council's waste collections and cleaning services. Should you wish to contact the Holborn district housing office regarding those	2

<p>so infrequent compared to the daily collection, this area is constantly an eyesore, a health hazard and is piled high on a regular basis.</p>	<p>queries you have raised about the frequency of the waste collection, the number to call is 020 7974 2546.</p>	
<p>I understand that I already pay a caretaking service charge for estate cleaning and this appears to be double charging and actively seeking out business for an external contractor who I anticipate will be Veolia. I object to double charging and do not believe that it is reasonable to ask me as a leaseholder to pay twice for the same service.</p>	<p>. The council has no intention of charging leaseholders twice for any services provided to your block and or estate. Caretaking services provided to your block and estate will either be carried out by your caretaker or Veolia depending on the remit of the area.</p>	<p>3</p>
<p>Objections have been raised before where the Council has attempted to charge leaseholders twice as part of their service charge for both caretaking and where Veolia tried to claim money from leaseholders for cleaning in a designated street area. Credits were allocated as Veolia was recharging leaseholders via Leaseholder Services for works that are already covered as part of the Council's borough wide waste contract and covered as part of the existing caretaking service. I object to the attempt to duplicate services and contracts at a time when the Council is making cuts and needs to save money and when I also need to save money. I am not a cashpoint.</p>	<p>Your comments have been noted</p>	<p>3</p>
<p>I request that you amend or remind contractors of the wording in the waste contract so that it is clear that Council tenants and leaseholders also pay Council tax for waste removal and will not be invoiced an additional charge as this is an unfair detriment to social housing tenants and leaseholders. I understand that attempting to raise income revenue from leaseholders to subsidise borough wide services is not legally rechargeable</p>	<p>The council tax payment covers waste and recycling collection services, which are currently delivered on a weekly basis in Camden. Any additional collection services are chargeable to the user of the service. Residents do not receive containers for waste storage and are currently expected to provide their own bins and sacks. Camden does, however, provide recycling storage containers (e.g. wheeled bin, box or bag) free of charge, but not for general waste storage. Therefore, there is currently a charge for the provision of estate waste bins and any extra waste collections on estates.</p>	<p>3</p>
<p>I judge these notices to be entirely unsatisfactory in that it is impossible and unreasonable for residents to be able to judge their contents in any kind of context or deal with</p>	<p>We are issuing these notices as part of a plan to ensure arrangements are in place for all these essential services for the next few years.</p> <p>I appreciate that these notices are quite extensive and there are many</p>	<p>2</p>

<p>them in an informed way. I interpret their function as purely being to lay the ground for future unreasonable expenses imposed on leaseholders without proper justification of necessity, efficiency or cost effectiveness, but with a spurious box-ticking back-covering sense that you sent these notices historically and that leaseholders were therefore 'prepared' and 'consulted'.</p>	<p>documentations related to these contracts for our leaseholders. This is because we have to comply with statutory legislation in this regard to ensure that these notices are valid.</p>	
<p>Following the recent mailing of the consultation documents for various proposed long-term agreements, can you please provide .PDF copies of all documents relating to the below contracts for my records?</p>	<p>It has not been possible to do this, as council do not have the capacity to send them in the format you want. However, you may request copies of them on a cd, which we will be glad to provide to you by post.</p>	3
<p>OUTSIDE THE SCOPE OF THE CONTRACT</p>		
<p>Common areas of the Coombe appear to be cleaned on week days including the ground floor hall, lifts, and less regular cleaning of some parts of the two staircases, which are subject to some abuse and soiling. Can the stairs be cleaned on a more regular basis, and why are common landings not cleaned? Please note that some landings are carpeted, so would require vacuum cleaning.</p>	<p>There are limits on the types of waste collected (e.g. hazardous waste) but not on the use of these services. The monitoring of waste collection services will be carried out by Caretakers and Senior Area Monitoring Officers. One of the main outcomes of this contract is to increase recycling levels and reduce waste production; therefore, there will be a focus on approaches to help residents recycle more.</p> <p>The collection points will be either a bin store or a dedicated housing unit and residents will be notified of any changes to the scheduled collection day(s)</p>	1
<p>I would like more CCTV around the estate</p>	<p>Your comments have been noted has been noted and passed on to the District Housing Ward who deals with such matters.</p>	1
<p>I have on numerous occasions complained about the grass in front of my flat. It hasn't been cut for years the only answer is health and safety. I have seen a couple of rats and have since reported to the Town Hall.</p>	<p>Discuss the issue about health and safety with the housing officer or manager for your property.</p>	1
<p>May I ask that you no longer post related information to us but instead send it to our Landlord</p>	<p>Camden must serve the notices in order to comply with the Commonhold and Leasehold Reform Act 2002. The notices have been served to every leaseholder and freeholder within the borough. It is a statutory requirement that the notice be sent to leaseholders both at their lease address and their correspondence address.</p>	2